Army Regulation 350–50

Training

Combat Training Center Program

Headquarters
Department of the Army
Washington, DC
24 May 1995

Unclassified

SUMMARY of CHANGE

AR 350–50
Combat Training Center Program

This revision--

- Expands the Army’s goal for opportunity training at the National Training Center, Combat Maneuver Training Center, and the Joint Readiness Training Center to commanders of Special Forces battalions. Expands the Army’s goal for opportunity training at the Battle Command Training Program to commanders of Reserve Component brigades (para 1-5).

- Includes Units and Base Operations as additional Combat Training Center pillars and further defines all Combat Training Center pillars (para 1-6).

- Mandates additional Department of the Army agencies to support the Combat Training Center program (chapter 2).

- Outlines foreign access to the Combat Training Centers (para 3-1).

- Provides guidance on the organization of units to train at the Combat Training Centers (para 3-2).

- Further defines the Combat Training Center General Officer Steering Committee/Council of Colonels management structure (para 3-3).

- Further defines the development of the Combat Training Center Master Plan (para 3-4).

- Further explains the Combat Training Center scheduling process (para 3-5).

Headquarters
Department of the Army
Washington, DC
24 May 1995

*Army Regulation 350–50

Effective 24 June 1995

Training

Combat Training Center Program

By Order of the Secretary of the Army:

GORDON R. SULLIVAN
General, United States Army
Chief of Staff

Official:

JOEL B. HUDSON
Acting Administrative Assistant to the Secretary of the Army

History. This UPDATE publishes a revision of this regulation. Because the entire text has been revised, there are no highlights of specific changes to the earlier regulation dated 27 May 1988.

Summary. This regulation establishes policy, procedures, and responsibilities for Army-wide management of the Combat Training Center Program.

Applicability. This regulation applies to Active Army, U.S. Army Reserve, and Army National Guard organizations and activities involved in training, or managing the training system, at Army Combat Training Centers.

Proponent and exception authority. The proponent of this regulation is the Deputy Chief of Staff for Operations and Plans. The Deputy Chief of Staff for Operations and Plans has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. The proponent may delegate this approval authority, in writing, to a division chief under his supervision within the proponent agency, in the grade of colonel or the civilian equivalent.

Army management control process. This regulation does not contain management control provisions.

Supplementation. Supplementation of this regulation is prohibited unless approval is obtained from ATTN DAMO–TRO, DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS, 400 ARMY PENTAGON, WASHINGTON DC 20310–0400.

Interim changes. Interim changes to this regulation are not official unless they are authenticated by the Administrative Assistant to the Secretary of the Army. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

Suggested Improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to ATTN DAMO–TRO, DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS, 400 ARMY PENTAGON, WASHINGTON DC 20310–0400.

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*This regulation supersedes AR 350–50, dated 27 May 1988.

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Chapter 1
Introduction

1–1. Purpose
This regulation describes the objectives and concept of operations and establishes and prescribes Headquarters, Department of the Army (HQDA), responsibilities, policies, and planning guidance for the Combat Training Center (CTC) Program.

1–2. References
Required and related publications and prescribed and referenced forms are listed in appendix A.

1–3. Explanation of abbreviations and terms
Abbreviations and special terms used in this regulation are defined in the Glossary.

1–4. Responsibilities
Responsibilities are listed in chapter 2.

1–5. Objectives
a. The objective of the CTC Program is to provide highly realistic and stressful joint, interservice, and combined arms training according to Army doctrine. This training approximates actual combat. The CTC Program is established to—

(1) Increase unit readiness for deployment and war-fighting.

(2) Produce bold, innovative leaders through stressful tactical and operational exercises.

(3) Embed doctrine throughout the Total Army.

(4) Provide feedback to Army and joint/combined participants.

(5) Provide a data source for lessons learned in order to improve doctrine, training, leader development, organizations, and materiel focused on soldiers (DTLOMS).

b. The CTC Program consists of the following four components (See table 1–1.)—

(1) The National Training Center (NTC) at Fort Irwin, CA, provides combined arms training for heavy combat and supporting arms units and selected light and Special Operations Forces (SOF) units.

(2) The Joint Readiness Training Center (JRTC) at Fort Polk, LA, provides deployment and combined arms training for light combat and supporting arms units and selected heavy and SOF units, with emphasis on joint and interservice training.

(3) The Combat Maneuver Training Center (CMTC) at Hohenfels, Germany, provides combined arms training for heavy, light, and SOF combat and supporting arms units based in Europe. (These three components, the NTC, JRTC, and CMTC, are collectively referred to as the maneuver CTCs.)

(4) The fourth component, the Battle Command Training Program (BCTP), a self-sufficient CTC, which is headquartered at Fort Leavenworth, KS, provides command and battle staff training for division and corps commanders, their battle staffs, major subordinate commanders, and supporting SOF units, using simulation centers world-wide. The Battle Command Training Program includes the Brigade Command and Battle Staff Training (BCBST) component. The Brigade Command and Battle Staff Training is an externally supported collective training endeavor designed to train Reserve Component (RC) brigade commanders and their staffs. It is intended to complement the Army's RC training strategies and provide an opportunity for RC brigade and battalion commanders and battle staffs to enhance their training readiness in the area of command and control.

c. The Army's goal is for all commanders of active component combat maneuver and Special Forces battalions to receive at least one opportunity to train at NTC, JRTC, or CMTC during a command tour. For BCTP, the Army goal is for corps, division, and RC brigade commanders to have an opportunity to train early in their command tour. Reserve Components division and brigade commanders and staffs train with BCTP every 3 years. Roundout and roundup brigades also participate once every year in the BCBST program.

1–6. Concepts
a. Concept of operations. Combat Training Center training is designed to increase unit collective proficiency on the most realistic and challenging training battlefield available. This accurate combat training environment maximizes benefits for the entire training unit. The CTC battlefield arrays the training unit against an Opposing Force (OPFOR) replicating the unit's expected wartime or contingency threat in a doctrinally correct scenario. The battlefield is replicated and enhanced by a variety of state-of-the-art simulations. They portray possible conditions expected in the unit's operational mission area. The CTC Commander controls the elements of the training environment through exercise design. He uses the minimal control necessary to ensure that unit training objectives are met. The CTC Commander uses instrumentation to assist in exercise control and to collect objective data on unit performance. Higher and adjacent headquarters are represented by a combination of the training unit, simulations, and permanently stationed organizations operating under control of the CTC Commander. Combined arms subject-matter experts of the Operations Group assist the CTC Commander in scenario development, exercise control, and provide essential performance feedback to the training unit. The CTC-unique training facility provides tactical training opportunities that are not available to the unit at its home station. The training center is supported by a base operations (BASOPS) organization augmented by Active Component (AC) and Reserve Component (RC) combat service support organizations. Fixed instrumentation, training aids devices, simulators, and simulations (TADSS) receive logistic support from the U.S. Army Materiel Command (AMC).

b. The five CTC "pillars." Central to the operation of all CTCs is the interrelationship of five supporting "pillars" of advanced collective training. Each combat training center and its supporting BASOPS organization creates a training environment where unit commanders and staffs can train under realistic combat conditions to fight effectively and win. Training at CTCs is focused on the rotational Army unit and is conducted according to current doctrine. The scope of training at the NTC, JRTC, and CMTC is the brigade battlefield with the focus on maneuver battalion task force (TF) operations. The scope of training at the BCTP is the corps, division, and RC brigade battlefield with the focus on command and control. More specifically, the BCBST focuses on brigade-level command and control for the RC. Units establish objectives for CTC training based upon their unit mission essential task list (METL), the commander's assessment of wartime missions, home station training programs, and unit proficiency. The five CTC "pillars" are as follows:

(1) *Units undergoing CTC training organized for combat.* The sponsoring major Army command (MACOM) specifies the organizational troop list for rotational units. Configuration guidelines are described in chapter 3.

(2) *A dedicated, doctrinally proficient Operations Group (OPSGP) containing trained and experienced observer/controllers (O/C).* The OPSGP consists of combined arms subject-matter experts (SME) known as O/Cs, trainers, and training analysts who design tactical training exercises, observe and assess individual and collective training performance, teach and coach their unit counterparts, and provide training performance feedback. The key to effective performance feedback is the after-action review (AAR) aimed at improving unit performance through self-evaluation. AARs allow the unit to determine what happened in a non-judgmental way and to use the immediate feedback to make corrections. The units are given take-home packages (THP), which document the AARs and describe the units' strengths and weaknesses. The OPSGP O/C organization parallels that of the units undergoing CTC training. This strategy ensures sufficient personnel to measure the performance of individuals and units in battle and collective tasks and to assist in scenario execution. The O/Cs accompany the unit throughout all phases of force-on-force and live-fire training. The OPSGPs of the NTC, JRTC, and CMTC are organized similarly. The OPSGPs of

the BCTP are organized to accommodate training of corps, division, and RC brigade commanders and their staffs within the simulation environment of the exercise. The key elements of the BCTP OPSGP are the Senior Observers, who are former Army senior field commanders selected by the Chief of Staff, U.S. Army (CSA). The Senior Observers guide the discussion during BCTP AARs, providing credible and expert assessment of division and corps command and control. Training Analysis and Feedback (TAF) analysts support the O/Cs in the assessment of unit tactical training performance.

(3) *A dedicated, realistic Opposing Force (OPFOR).* The OPFOR provides an uncompromising opponent for the units that undergo CTC training. The maneuver CTCs' OPFOR replicates elements of threat divisions, airborne and special operations units, and regional forces. It possesses weapons, fighting vehicles, uniforms, and equipment replicating the threat. It operates according to U.S. Army Training and Doctrine Command (TRADOC) approved threat models and are capable of role playing and portraying a variety of threats. The OPFOR at the BCTP consists of a threat battle staff, supported by computerized semiautomated forces (SAF) who provide a realistic threat to the opposing U.S. corps, divisions, and RC brigades undergoing BCTP training. The OPFOR is uncompromising and fights according to the orders of its higher headquarters to support unit training objectives.

(4) *A training facility which simulates combat conditions.* The training facility provides the environment within which the unit executes its METL and battle tasks, employs the combat power within its operating systems, experiences the demands of combat, and receives feedback on its performance measured against doctrinal standards. The training facility consists of the following: a simulated battlefield or operational area; realistic and challenging tactical or contingency scenarios; instrumentation; unit-focused training analysis and feedback; controlled airspace; and range facilities for live-fire and military operations on urbanized terrain (MOUT).

(a) Simulated battlefield or operational area. The maneuver terrain accommodates unit operating characteristics and stresses operations of the training unit. The terrain provides the frontages and depths within which the unit is doctrinally expected to operate. The maneuver area provides areas of interest and influence that must be considered in developing and executing concepts of operations. The battlefield or operational area simulates the lethality expected under actual conditions. Manmade and natural terrain features present conditions and obstacles to be considered in planning and executing assigned missions. Army standard and CTC-unique TADSS are employed on this "instrumented battlefield" to match the fidelity of the training environment to combat conditions.

(b) Realistic and challenging tactical or contingency-based scenarios. Force-on-force and live-fire exercise scenarios present conditions that are as close as possible to expected contingencies. Supporting scenario tactical documents replicate the information and orders the unit receives from its normal higher headquarters and supporting activities. The scenario provides the geographic, political, economic, social, and military setting in which the unit will operate during CTC training. The scenario orchestrates the actions of noncombatants and OPFOR that the unit encounters at the CTC. The scenario provides realism and mission continuity over the duration of CTC training. Joint missions, tasks, and training objectives are incorporated within the training as normal scenario development.

(c) Instrumentation. The maneuver CTCs contain unobtrusive instrumentation designed to collect and record battle event data for replay and analysis. The instrumentation system consists of applied technology designed to capture actions, orders, communications, and battle summary results. Instrumentation supports unit AARs and THPs. The instrumentation system consists of a Core Instrumentation Subsystem (CIS); Range Data Measurement Subsystem (RDMS); Range Monitoring and Control Subsystem (RMCS); Live-Fire Subsystem (LFS), if applicable; and Spectrum Monitoring and Engineering Control Subsystem (SMECS). The BCTP employs computer simulation hardware and software for the Joint Exercise Support System (JESS), the Tactical Simulation (TACSIM), the Intelligence Collector Model (ICM), and the artificial intelligence (AI) equipment to train corps and division staffs through simulation.

(d) Airspace and combat complexes. The CTC facility includes the controlled airspace needed to foster and exercise combined arms and joint combat power. The U.S. Air Force Air Combat Command and Air Mobility Command, U.S. Navy and U.S. Marine Corps aviation, and Army aviation are provided mission opportunities to integrate their respective combat power with those of the supported ground elements. High fidelity training complexes, such as MOUT and multi-echelon live-fire ranges, may be incorporated within the CTC combined arms/joint training environment to provide commanders the skills and experience necessary to tactically accomplish assigned missions and METL battle tasks.

(e) Training analysis and feedback. Combat Training Center training analysis and feedback are provided to the units that train under the CTC concept and to the Army-at-large as input to DTLOMS. Observer/controllers and TAF analysts jointly provide comprehensive and integrated performance feedback to the unit relative to its tactical performance. The TAF analysts operate from the CTC Operations Center.

1. Feedback from unit performance assessments is provided to the unit as AARs and THPs. AARs are discussions of unit strengths and weaknesses demonstrated over the course of a mission. The senior O/C leads the AAR to assist the unit in finding solutions to tactical weaknesses. The senior O/C facilitates the AAR discussion with products made by OPSGP analysts and the presentation capabilities of the instrumentation system, setting the stage for unit dialogue and interaction. After-action reviews are conducted at multiple levels throughout the organization. Informal AARs are unscheduled and conducted on a one-on-one basis between the O/C and his or her counterpart. Formal AARs are generally scheduled at the termination of each mission.

2. Take-home packages (THPs) are provided to each unit to document all AARs, describe performance strengths and weaknesses, and recommend focus of home station training. The BCTP also provides a Proficiency Sustainment Package (PSP) which supports unit follow-up training. After-action reviews, THPs, insights, records, and other objective and subjective observations are examined by the Center for Army Lessons Learned (CALL). A CALL trend analysis of data, which does not identify units, is the primary assessment of doctrine and the evaluation of developmental training efforts. This analysis provides input to the Enhanced Concept Based Requirements System (ECBRS) (See glossary, sec II, for explanation.), feedback to units training at the CTCs and the Total Army, and development of priority issues for future resolution.

(5) *A BASOPS infrastructure sufficient to support the CTC mission.* Base operations support is key to quality CTC training. The broad areas of support are as follows:

(a) Personnel, administrative, and quality of life support to personnel assigned to the OPSGP and OPFOR.

(b) Direct mission support to the CTC.

(c) Direct mission support to the units undergoing CTC training.

Table 1–1
CTC characteristics

CTC	Sponsor MACOM	Scope of training	Training focus	Unit integration	User MACOMs	Remarks
NTC	FORSCOM	Armor/ Mechanized Brigade Battlefield Mid- to High-Intensity Combat	Armor/ Mechanized Battalion Task Force	Light Battalions; SOF for Contingency Operations (CONOPS) Rotations Interservice: USAF Air Combat Command	FORSCOM USASOC USARPAC NGB	Conventional operations scenario One CONOPS rotation per year.
JRTC	FORSCOM	Light Brigade Battlefield Low- to Mid-Intensity Combat	Light Battalion Task Force	SF Battalion and Group; Rangers; SOF Aviation; PSYOP/Civil Affairs; Heavy Company/Team Interservice: USAF Air Combat Command; Air Mobility Command; Joint SOF; USMC	FORSCOM USARPAC USASOC USARSO USAREUR NGB	Rapid deployment scenario One CONOPS rotation per year RC: ASGs provide log support during deployment
CMTC	USAREUR	Armor/ Mechanized Brigade Battlefied Low- to High-Intensity Combat	Armor/ Mechanized Battalion Task Force	SF Battalion Interservice: USAF Europe	USAREUR SOCEUR	Conventional operations & regional response scenario Allied rotations
BCTP	TRADOC	Corps, Division, and Brigade Battlefield CONOPS and Low- to High-Intensity Combat	Division/Corps Commanders and Battle Staffs	Light or Heavy Brigade with Heavy or Light Corps and Division; SF Battalion and Group; SOF PSYOP/Civil Affairs Interservice: USAF	FORSCOM USAREUR USARPAC EUSA NGB USASOC	Conventional operations scenario Brigade level training for RC

Chapter 2
Responsibilities

Section I
Department of the Army

2–1. Assistant Secretary of the Army (Research, Development, and Acquisition)

(ASA(RDA)) The ASA(RDA) will—

a. Manage research, development, test, and evaluation (RDTE) and plan, program, and budget for the acquisition of CTC nonsystem TADSS.

b. Ensure program executive officers/project managers (PEOs/PMs) plan, program, and budget appropriate levels of RDTE and procurement dollars within their programs for development, acquisition, and fielding of the system training package. Planning considerations include system and system TADSS applications for CTC training and CTC Instrumentation System (CTC–IS) interface.

c. Provide points of contact (POCs) to monitor CTC nonsystem TADSS programs as a part of the overall TADSS program, and serve as the Management Decision Package (MDEP) POC for RDTE, procurement, and funding requirements for CTC nonsystem TADSS.

d. Direct the acquisition of Deputy Chief of Staff for Operations and Plans (DCSOPS) approved directed requirements for CTC TADSS that fulfill an urgent training need.

2–2. Program Executive Officers/Project Managers (PEOs/PMs)

System PEOs/PMs will—

a. Review and coordinate with TRADOC and AMC the application of system TADSS to CTC training in all system concept formulation, development, growth, and funding.

b. Fund, develop, acquire, and field CTC training subsystem training materiel with the materiel system.

c. Program and budget funds to support changes to fielded TADSS with CTC application resulting from changes or modification to the supported system.

d. Provide funding to AMC for the performance of system CTC TADSS concept formulation efforts.

e. Consider the impact of the system on the electromagnetic spectrum at each CTC.

Section II
Heads of Headquarters, Department of the Army (HQDA) Elements

2–3. Deputy Chief of Staff for Operations and Plans (DCSOPS)
The DCSOPS will—

a. Be HQDA director of the CTC Program and Army Staff focal point for all Army/Joint Service CTC actions.

b. Develop, approve, and manage the CTC Program and Master Plan (CTC–MP). The CTC–MP provides long-range planning guidance (5 years and beyond) for the CTC Program and establishes program priorities and resource requirements for the CTCs. Ensure that CTC long-range resource plans are coordinated with the Army Planning, Programming, Budgeting, and Execution System (PPBES), including the Army Modernization Plan (AMP)/Long-Range Research, Development, and Acquisition Plan (LRRDAP), Military Construction, Army (MCA) program, and Total Army Analysis (TAA). Consider lead times required to complete CTC-related projects.

c. Establish program priorities and resource requirements for the CTCs.

d. Approve CTC concepts of operation.

e. Coordinate HQDA requirements for data, information, and lessons learned.

f. Provide chair (Director of Training) for semiannual CTC Program General Officer Steering Committee (GOSC) meetings and CTC Council of Colonels (CoC). Conduct CTC Quarterly Review (QR).

g. Ensure combat, combat support, and combat service support arms and services are integrated into all CTCs to ensure Army units are trained to conduct effective future operations.

h. Take Army staff lead in staffing, coordinating, and approving CTC-unique TADSS Mission Need Statement (MNS) and requirements documents that require HQDA or Department of Defense (DOD) approval.

i. Approve directed requirements for TADSS and forward to ASA(RDA) for acquisition approval.

2–4. Deputy Chief of Staff for Intelligence (DCSINT)
The DCSINT will—

a. Supervise the management of the CTC OPFOR Program according to AR 350–2.

b. Develop CTC OPFOR Program policies, objectives, and guidelines.

c. Provide intelligence support to the CTC OPFOR Program, the Army Threat Simulators (ATS) Program, and other threat training programs.

d. Coordinate, manage, and direct the acquisition of selected foreign materiel, according to AR 381–26, to support the CTC OPFOR Program, the ATS Program, and other programs.

2–5. Deputy Chief of Staff for Logistics (DCSLOG)
The DCSLOG will—

a. Establish and approve contractor support policy guidance and directives for Army CTC-unique training equipment and TADSS, according to AR 700–127.

b. Review and approve requests submitted to HQDA, ODCSLOG (DALO–SMP) for contractor access to the DOD supply system according to AR 725–50.

2–6. Deputy Chief of Staff for Personnel (DCSPER)
The DCSPER will—

a. Ensure assignment of high quality cadre to CTC OPSGPs.

b. Manage CTC OPSGP officers and non-commissioned officer follow-on assignments to reinforce and promote CTC lessons learned throughout the Army.

c. Through Army Research Institute (ARI), develop and maintain a training data archive of all unit performance data derived from training at CTCs.

2–7. The Director of Information Systems for Command, Control, Communications, and Computers (DISC4)
The DISC4 is responsible for Army spectrum management and architecture of overall systems design affecting or affected by automation and communications. The DISC4 will—

a. Review, advise, and support CTC spectrum management and frequency spectrum supportability requirements for equipment installation and operations in the United States and possessions, and Germany.

b. Review CTC materiel objectives and requirements to identify potential effects on the spectrum. When applicable, ensure coordination of the acquisition of radio frequency spectrum guidance, support requirements, host nation requirements, for CTC materiel prior to assumption of developmental contractual obligations.

c. Provide Information Mission Area (IMA) support to the CTCs according to AR 25–1.

d. Assess compatibility of rotational unit communications and information systems equipment with other rotational unit military equipment, and with CTC instrumentation and training devices.

2–8. Assistant Chief of Staff, Installation Management (ACS(IM))
The ACS(IM) will—

a. Assist in determining CTC training facility requirements.

b. Serve as staff proponent for CTC environmental concerns.

c. Review and evaluate MACOM military construction (MILCON) program submissions and prepare and present MILCON programs to the Office of the Secretary of Defense (OSD), Office of Management and Budget (OMB), and Congress, according to AR 415–15.

2–9. Director of Army Safety (DASAF)
The DASAF will support MACOM and CTC installation commanders in developing safety plans and programs according to AR 385–10.

2–10. Director, Army National Guard (ARNG)
The Director, ARNG will—

a. Allocate ARNG JRTC, BCTP, and BCBST rotations to States and territories.

b. Assist U.S. Army Forces Command (FORSCOM) in selecting ARNG units for participation in NTC rotations.

c. Provide resources to support ARNG unit participation at a CTC as a rotational unit, augmentation to a rotational unit, or augmentation to the OPFOR.

Section III
Commanders of Major Army Commands (MACOM) and Heads of Other Army Elements

2–11. Commanding General, U.S. Army Training and Doctrine Command (CG, TRADOC)
The CG, TRADOC will—

a. Designate an activity to support DA DCSOPS and serve as the Executive Agent (EA) for the administration and integration of the CTC Program and CTC–MP.

b. Establish priorities for the allocation of TRADOC resources identified to support the CTC Program. Ensure that the following functions and support requirements of the OPSGP are met:

(1) Scenarios and missions are based on approved doctrine and are tactically sound.

(2) Training AARs and THPs produced by the OPSGPs are based on approved doctrine and Army Training and Evaluation Program (ARTEP) mission training plan standards.

(3) Realistic and challenging threat doctrine, tactics, techniques, and procedures are used.

(4) Standards for O/C training are established.

(5) Instrumentation is provided to support the training and training assessment and analysis feedback requirements of the CTCs.

(6) An embedded data source for the lessons learned program is implemented. CTC data are structured and stored for access and

distribution to the Army's analytical community for use in the continuous evaluation process.

c. Develop and provide to the sponsoring MACOM Commander those portions of the CTC–MP concerning training, standards, feedback, and the realistic battlefield.

d. Coordinate with the sponsoring MACOM Commander a Memorandum of Understanding (MOU) which establishes procedures for operations and maintenance of the training environment through the auspices of each CTC OPSGP.

e. Provide and train an OPSGP at NTC and JRTC that is staffed, equipped, and organized to develop scenarios; execute the scenarios as the training unit's higher headquarters; assess and analyze the performance of training units with Army doctrinal standards; collect embedded source data and information; and provide detailed feedback to both the unit and the unit's chain of command. The table of distribution and allowances (TDA) for each CTC OPSGP will be designed to support that CTC's troop list(s). TRADOC will fill authorized TDA positions through permanent or augmentee assignment. Observer/controller support in excess of the OPSGP TDA will be provided by the player unit MACOM. To perform this mission, the CTC OPSGPS will be authorized 100 percent of personnel requirements and filled at 100 percent of personnel authorizations.

f. Appoint a BCTP Commander whose principal duties include direct supervision of BCTP, including serving as Deputy Exercise Director during War-Fighter Exercises (WFX). Provide and train BCTP OPSGPs that are staffed, equipped, and organized to develop scenarios; execute the scenarios as the unit's higher headquarters during seminars; prepare, construct, and execute the WFX with the unit's higher headquarters; assess the performance of training units against Army doctrinal standards; collect embedded source data and information, and provide detailed feedback to the unit. To perform this mission the BCTP OPSGPs and World Class OPFOR will be authorized 100 percent of personnel requirements and filled at 100 percent of personnel authorizations.

g. Assess CTC needs based on the CTC customer needs, CTC capabilities, and doctrine. Integrate needs assessments for identification of CTC-unique doctrine, training, leader development, and organizational applications within ECBRS. Validate and develop requirements to meet CTC needs. Ensure integration of these requirements with existing capabilities. Develop and publish a MNS and, assisted by AMC, an Operational Requirements Document (ORD) for materiel requirements. For PEO/PM developed systems, ensure system ORDs reflect CTC requirements. Combat Training Center requirements affecting doctrine, training, leader development, and organizations will be developed by proponent combat and training developers.

h. Develop, implement, and evaluate standardized training programs incorporating an OPFOR that doctrinally portrays potential threat forces.

i. Disseminate lessons learned to the Total Army.

j. Respond to HQDA and other MACOM requests to collect, analyze, and disseminate data, information, and lessons learned. Such information and data will be managed to safeguard the identity and performance of units training at the CTCs.

k. Assist the materiel developer in CTC TADSS concept formulation.

2–12. Commanding General, U.S. Army Materiel Command (CG, AMC)

The CG, AMC will—

a. Execute materiel development and readiness functions outlined in AR 70–1 and AR 350–38 as they pertain to acquisition and life cycle support of CTC TADSS, including fixed instrumentation. These include requirements to—

(1) Manage the development, acquisition, and testing of Army-funded requirements, and as agreed upon, MACOM-funded requirements.

(2) Perform the concept formulation for all CTC TADSS.

(3) Prepare basis of issue plan feeder data (BOIPFD) and provide qualitative and quantitative personnel requirements information (QQPRI) under AR 71–2.

(4) Budget and provide for centralized contractor support.

(5) Maintain design and configuration control over CTC TADSS.

(6) Acquire a delegated procurement authority for the acquisition of CTC TADSS that uses automated data processing equipment (ADPE) as a component or end item.

b. Process the DD Form 1494 (Application for Equipment Frequency Allocation) in support of CTC systems which are spectrum dependent according to AR 5–12.

c. Provide Logistics Assistance Office (LAO) representatives to support units training at each CTC.

2–13. Commanding General, U.S. Army Intelligence and Security Command (CG, INSCOM)

The CG, INSCOM is the DA Executive Agent for worldwide control, maintenance, training, logistics support, and distribution for OPFOR Foreign Materiel for Training (FMT). CG, INSCOM will—

a. Act as Executive Agent for filling requisitions of authorized and available CTC OPFOR major end items, weapons, and ammunition according to priorities developed by HQDA, DCSOPS.

b. Develop and implement a system for inspection, inventory accountability, and maintenance of CTC OPFOR FMT. This includes weapons, ammunition, vehicles, and replacement parts.

c. Receive, redistribute, or dispose of CTC OPFOR FMT.

d. Through its action agent, 203d Military Intelligence Battalion (Tactical Intelligence), provide OPFOR FMT safety, maintenance, and training support to the CTC OPFOR program.

2–14. Commander, U.S. Army Corps of Engineers (CDR, USACE)

The CDR, USACE will manage and execute CTC training facility design and construction, and real estate activities according to AR 415–15.

2–15. Commanding General, U.S. Army Forces Command (CG, FORSCOM)

The CG, FORSCOM will—

a. Command, operate, and maintain the NTC and JRTC.

b. Provide force structure required to support the CTC mission, less the TRADOC-provided OPSGP.

c. Provide all required materiel for CTC operations, less fixed instrumentation and other TADSS provided by AMC, and OPSGP TDA equipment provided by TRADOC.

d. Provide operational control of NTC and JRTC OPSGPs.

e. Conduct the following scheduling and allocation functions for subordinate and other commands:

(1) Annual NTC scheduling.

(2) JRTC and BCTP rotation allocation.

(3) ARNG roundout/roundup brigade scheduling for NTC rotations.

(4) Coordination of higher headquarters requirements for FORSCOM BCTP rotations, including RC BCTP rotations.

(5) Coordination of RC combat service support (CSS) unit participation for NTC, JRTC, and BCTP rotations.

(6) BCBST scheduling.

2–16. Commander in Chief, U.S. Army, Europe (CINCUSAREUR)

The CINCUSAREUR will—

a. Command, operate, and maintain the CMTC.

b. Provide force structure and materiel required to support the CMTC mission.

c. Conduct the following CTC scheduling and allocation functions for subordinate commands:

(1) Annual CMTC scheduling.

(2) BCTP rotation allocation.

(3) Coordination of higher headquarters requirements for USAREUR Corps BCTP rotations.

(4) Allocation of selected NTC and JRTC rotations.

2–17. Commanding General, U.S. Army, Pacific (CG, USARPAC)

The CG, USARPAC will—

a. Allocate JRTC and NTC rotations for subordinate commands.

b. Coordinate participation in BCTP rotations with HQDA.

2–18. Commanding General, U.S Army South (CG, USARSO)

The CG, USARSO will allocate JRTC rotations for subordinate commands.

2–19. Commanding General, Eighth U.S. Army (CG, EUSA)

The CG, EUSA will allocate BCTP rotations for subordinate commands.

2–20. Commanding General, U.S. Army Information Systems Command (CG, ISC)

The CG, ISC will—

a. Perform IMA planning and engineering tasks to support CTC base communications requirements.

b. Execute functions as the proponent for CTC IMA systems or equipment.

2–21. Commanding General, U.S. Army Special Operations Command (CG, USASOC)

The CG, USASOC will—

a. Schedule CTC training for USASOC units.

b. Identify, task, and fund USASOC rotational units.

c. Identify, task, and fund USASOC units to augment rotational units when units do not have sufficient assets to meet the authorized CTC troop list.

d. Approve or disapprove unit requests to exceed the CTC authorized troop list. Upon USASOC approval, provide additional personnel and equipment needed by the CTC OPSGP to support and control increased unit training packages.

2–22. Commanders, CTC-sponsoring MACOMs (U.S. Army Forces Command—NTC and JRTC; U.S. Army, Europe—CMTC; and U.S. Army Training and Doctrine Command—BCTP)

Commanders will—

a. Conduct doctrinally correct training according to DA DCSOPS-approved CTC training concepts.

b. Plan, maintain, and operate a realistic combat training environment for combined arms, joint, and interservice training at each CTC.

c. Develop a comprehensive training strategy to take maximum advantage of unit training opportunities at CTCs.

d. Conduct an accurate portrayal of a challenging threat by OPFOR, according to approved CTC threat models.

e. Train O/Cs to TRADOC-established standards.

f. Provide TRADOC with requirements for data, information, and lessons learned from the CTC.

g. Prepare initiatives, and provide TRADOC-proposed changes to the CTC–MP. Coordinate with TRADOC those portions of the plans affecting training, standards and feedback, and the development of the realistic and challenging battlefield.

h. Participate in the CTC scheduling process.

i. Assist TRADOC in the development of CTC TADSS requirements, and in testing and fielding of TADSS to be used at the CTCs.

j. Develop, coordinate, and execute support agreements, as appropriate, with other Services to ensure joint support of Army training requirements. Submit these agreements to HQDA, DCSOPS (DAMO–TR) for approval.

k. Provide O/Cs in excess of OPSGP TDAs to support training requirements.

l. Publish a MACOM-specific CTC implementing regulation addressing the policies, procedures, and requirements for training at the sponsored CTC. Such regulation will be developed and revised in coordination with affected MACOMs.

2–23. Heads of Other Army Elements—U.S. Army Operational Test and Evaluation Command (OPTEC)

The CG, OPTEC will—

a. Ensure that CTC training applications are considered and incorporated into new system and TADSS acquisition strategy operational test and evaluation (OTE) requirements.

b. Ensure necessary operational testing and evaluation of all CTC-specific TADSS.

Chapter 3
CTC Program Planning and Management

This chapter describes HQDA planning and management policies, and guidance applicable to the CTC Program. Included are CTC Program policies, organizational guidelines for training units, the GOSC process, CTC–MP, and scheduling.

3–1. Policies

a. CTCs will not be used for any function other than the chartered training mission and focus without the approval of the commander of the sponsoring MACOM.

b. Operational testing is not conducted at the CTCs other than for instrumentation and training devices to be used at the CTCs.

c. Foreign use—

(1) Foreign access to CTCs:

(a) CMTC. Full, independent rotations or rotations in conjunction with U.S. units.

(b) NTC and JRTC. At company level, as OPFOR augmentation or in conjunction with U.S. units through reciprocal unit exchange programs.

(c) BCTP. In conjunction with U.S. division or corps according to war plans.

(2) Continental United States (CONUS) CTCs are not used routinely to train foreign units. Continental United States CTCs are used to disseminate CTC and U.S. Army training philosophy and methodology to Allies through visits, exchange officers, and limited unit access. Headquarters, Department of the Army, approves all foreign training at NTC, JRTC, and BCTP. The CINCUSAREUR approves foreign use of CMTC.

(3) Any foreign use of CTCs is conducted on a reimbursable basis and is coordinated according to Foreign Military Sales (FMS), reciprocal unit exchange programs, or other formal agreements.

(4) Assistance and information on CTC concepts, development, and operations will be provided to allied nations seeking to establish their own CTCs.

(5) Software and hardware changes to TADSS or instrumentation required to support foreign units will be assessed by TRADOC, validated by the GOSC, and on approval by HQDA, accomplished by AMC according to reimbursable agreements.

3–2. Organizational Guidelines for Units

a. Brigades deploying to NTC, JRTC, and CMTC are task organized with habitually associated combined arms (combat, combat support (CS), and CSS) units necessary to execute doctrinal missions. They conform to approved troop lists contained in CTC-specific, sponsoring MACOM regulations. The scope of unit training at each maneuver center is generally as follows:

(1) A maximum of two armor/mechanized infantry battalion TFs can conduct force-on-force training at NTC. A maximum of two light battalion TFs can conduct force-on-force training at JRTC. Division cavalry squadrons and portions of aviation brigades participate in NTC and JRTC rotations.

(2) Normally, one armor/mechanized infantry battalion TF conducts force-on-force training at CMTC. However, for a period of each rotation, CMTC trains a brigade of two battalion TFs in force-on-force. Division cavalry squadrons and portions of aviation brigades participate in CMTC rotations.

(3) Light forces are integrated at the battalion level at NTC and heavy forces are integrated at the company team level at JRTC.

(4) Special Operations Forces units are integrated at JRTC, NTC, and CMTC. At JRTC, selected SOF elements/units are integrated in support of conventional battalion through Joint Task Force (JTF) level specific missions. At NTC, SOF is integrated during designated contingency operations (CONOPS). At CMTC, SF is integrated during selected rotations.

(5) At JRTC and CMTC, a third battalion task force, to include elements of combat, CS, and CSS, participates in a command post exercise (CPX) under brigade control.

(6) Reserve Components CSS units from both the ARNG and U.S. Army Reserve (USAR) participate at both NTC and JRTC. Units provide key logistics support both within and in support of force-on-force exercises.

(7) Reserve Components rotations at the NTC and JRTC are tailored to support RC training concepts. Reserve Components rotational models are contained in sponsoring MACOM regulations.

b. Battle Command Training Program unit participation includes—

(1) Division rotations for the battle staffs of the division, its brigades (to include roundout/roundup and a heavy or light brigade to exercise heavy/light integrated operations), Division Support Command (DISCOM), Division Artillery (DIVARTY), a reinforcing artillery brigade, separate battalions, and scenario appropriate SOF elements (Civil Affairs and Psychological Operations).

(2) Corps rotations for the battle staffs of the corps, two divisions, Corps Support Command (COSCOM), Armored Cavalry Regiment (ACR), separate brigades and battalions, and scenario appropriate SOF elements.

(3) Supporting SOF elements (Civil Affairs and Psychological Operations), and Special Forces during CONOPS scenarios. The 75th Ranger Regiment will also participate in selected rotations.

(4) Tactical command and control infrastructure for division, corps, and SOF training at BCTP.

(5) A heavy/light mix of maneuver units and incorporation of roundout/roundup units for both division and corps BCTP rotations.

(6) For BCBST, RC brigade rotations for the battle staffs of the brigade, its battalions, and RC division slice elements.

3–3. Management

a. DCSOPS. The DCSOPS is responsible for approval and management of the CTC Program and is assisted by a GOSC; a CoC; and a DA Executive Agent designated by the CG, TRADOC. Table 3–1 depicts the CTC GOSC/CoC management structure.

b. General Officer Steering Committee (GOSC).

(1) The CTC Program operates under the auspices of the GOSC, which meets twice annually. The GOSC is chaired by HQDA, DCSOPS (DAMO–TR). Voting members of the GOSC are shown at table 3–1. Representatives from the Army Staff, other Army agencies, and other Services are invited to attend the CTC GOSC as required.

(2) The purpose of the GOSC is to—

(a) Validate CTC policy.

(b) Review CTC policy guidance for sponsoring MACOMs.

(c) Validate and recommend CTC concepts of operations.

(d) Validate and recommend actions relative to the CTC–MP.

(e) Recommend priorities for CTC development and resourcing.

(f) Review and recommend approval of priority CTC requirements as forwarded by the CoC.

(g) Review status of the CTC Program.

c. Council of Colonels (CoC).

(1) The GOSC is supported by a CoC which conducts CTC Quarterly Reviews in each quarter of the fiscal year. The CoC is composed of colonels or DA civilian equivalents. The CoC is chaired by HQDA, DCSOPS, (DAMO–TRS). Voting members of the CoC are shown at table 3–1. Representatives from the Army Staff, other Army agencies, and other Services are invited to attend the CTC CoC as required.

(2) The CoC monitors, reviews, screens, and refines issues, initiatives, and topics for presentation to the GOSC. Figure 3–1 portrays the meeting schedules and focus of the QR-CoC and GOSC.

3–4. CTC Master Plan (CTC–MP)

a. General. The CTC–MP formalizes a constantly evolving process of allocating resources to ensure maximum benefit from investment in the Army's CTCs. It documents the direction, objectives, and resources required to execute the CTC Program. It records CTC requirements and resourcing decisions to correct CTC training deficiencies. The plan addresses current program years.

b. Objectives. The objectives of the CTC–MP are to—

(1) Chart future growth and development of the CTCs, and document the action plan for implementation.

(2) Articulate resource requirements necessary to support future training strategies.

(3) Coordinate efforts of MACOMs to support CTC requirements.

(4) Provide a framework for CTC decision analysis in all phases of the PPBES process.

c. CTC–MP.

(1) The CTC–MP is developed through a series of events including various assessments, development of prioritized issue statements, and documentation of issues that translate to definitive resource programs for manpower, dollars, equipment, and facilities. The CTC–MP is updated biennially (every 2 years).

(2) Three assessments are performed in the initial phase. A doctrinal assessment is performed based on the five CTC "pillars," the Battlefield Operating Systems (BOS), as defined in the Blueprint of the Battlefield (BOB), and the desired end state for the CTCs. The second assessment is a statement of the current CTC capabilities to meet doctrinal requirements. The third assessment is based on CTC training units needs. Thus, CTC capabilities are compared to requirements identified in the customer and doctrinal assessments. The comparison reveals CTC capabilities deficiencies and documents the expected benefit gained by acquiring additional capability.

(3) From the deficiencies and capabilities revealed in the assessments, issues sheets are developed. Core issues identify urgent requirements to maintain the capability and quality of training offered by the CTCs. Training fidelity issues address the training deficiencies revealed by the assessment. Issues include actions to correct deficiencies. Issues are validated, prioritized, and consolidated by the CTC CoC and GOSC. Issue sheets are used to develop specific resource information for the CTC–MP.

(4) Actions requiring RDTE and Other Procurement, Army (OPA) funding are forwarded for action to the Training Mission Area (TMA) CoC and GOSC. Figure 3–2 depicts the CTC training capabilities development process and the role of the CTC–MP in it.

3–5. Scheduling

a. Combat Training Center schedules are developed, coordinated, and integrated into unit training plans according to FM 25–100 and FM 25–101.

b. Scheduling is performed in the third quarter of the fiscal year. The following commands and organizations participate in the scheduling process—HQDA, DCSOPS, (DAMO–TR); FORSCOM; NGB; USARPAC; USARSO; USAREUR; EUSA; USASOC; and CTCs as required.

c. The objective of the scheduling conference is to confirm the following fiscal year BCTP, to include BCBST, JRTC, CMTC, and NTC schedules for all MACOMs and subordinate commands, and to project schedules for the next 3 years. Scheduling conflicts among MACOMs will be arbitrated by HQDA, DCSOPS. The scheduling and integration of a foreign unit into a CONUS CTC rotation will be accomplished upon participation approval granted by the CSA.

d. Nonstandard BCTP rotations reflect extraordinary circumstances and require exceptional support. Depending on these circumstances, CSA approval may be required. Nonstandard rotations are referred to as embedded, enhanced, or linked. Embedded WFX rotations execute two or more WFXs simultaneously in the same exercise. An enhanced WFX provides a standard O/C package to the

focused echelon while providing minimal O/C and AAR efforts for another unit or echelon. A WFX is linked if it is conducted in conjunction with another exercise. Scenarios and training objectives for WFX and linked exercises are usually the same. Adjustments to the standard BCTP WFX structure will be resourced by the requesting headquarters and approved as shown in table 3–2.

Table 3–1
CTC GOSC/CoC management structure

CTC program participant	GOSC voting member	CoC voting member	GOSC attendee
HQDA			
Director of Training	X (Chair)		
. Chief, Training Support Division		X (Chair)	X
Other ARSTAF Agencies (as required)			X
. ARI			X
ARNG (Deputy Director)	X		
. Director, Operations, Training, and Readiness		X	X
OCAR		X	X
TRADOC			
Deputy Chief of Staff - Training	X		
. Director, Collective Training Directorate		X	X
. . CAC			
. . . Deputy Commanding General-Training	X		
. . . . CTC Directorate		X	X
. . . . CTIES Directorate		X	X
. . . . BCTP		X	X
. . . . CALL			X
. . . CAC-Threats (DCG-Combat Developments)		X	X
. . CASCOM (Director of Training)		X	X
FORSCOM			
J3	X		
. Director of Active Component Training		X	X
NTC Commander	X		
. Chief of Staff		X	
JRTC Commander	X		
. Chief of Staff		X	
AMC			
DCG-Research, Development, and Acquisition	X		
. STRICOM (Commanding General)			X
. . PM TRADE		X	X
. . PM CSTS			X
USAREUR			
ADCSOPS-TNG/CDR CMTC	X		
. CMTC (Commander, OPSGP)		X	X
USARPAC			
ODCSOPS			X
. Chief, Training Branch		X	
USASOC			
Deputy Commanding General	X		
. ODCSOPS, Training Branch			X
. Deputy Commandant, USAJFKSWC		X	
USARSO			
ODCSOPS, Training Branch			X
EUSA			
J3, Training Directorate			X

Table 3–2
Nonstandard WFX approval authority

Action	Approval authority Corps	MACOM	CSA
Enhanced division WFX	X		
Linked corps WFX			X
Linked division WFX		X	
Embedded WFX			X
Corps troop list (2–3 divisions)		X	

Table 3–2
Nonstandard WFX approval authority—Continued

Action	Approval authority		
	Corps	MACOM	CSA
Corps troop list above 3 divisions			X

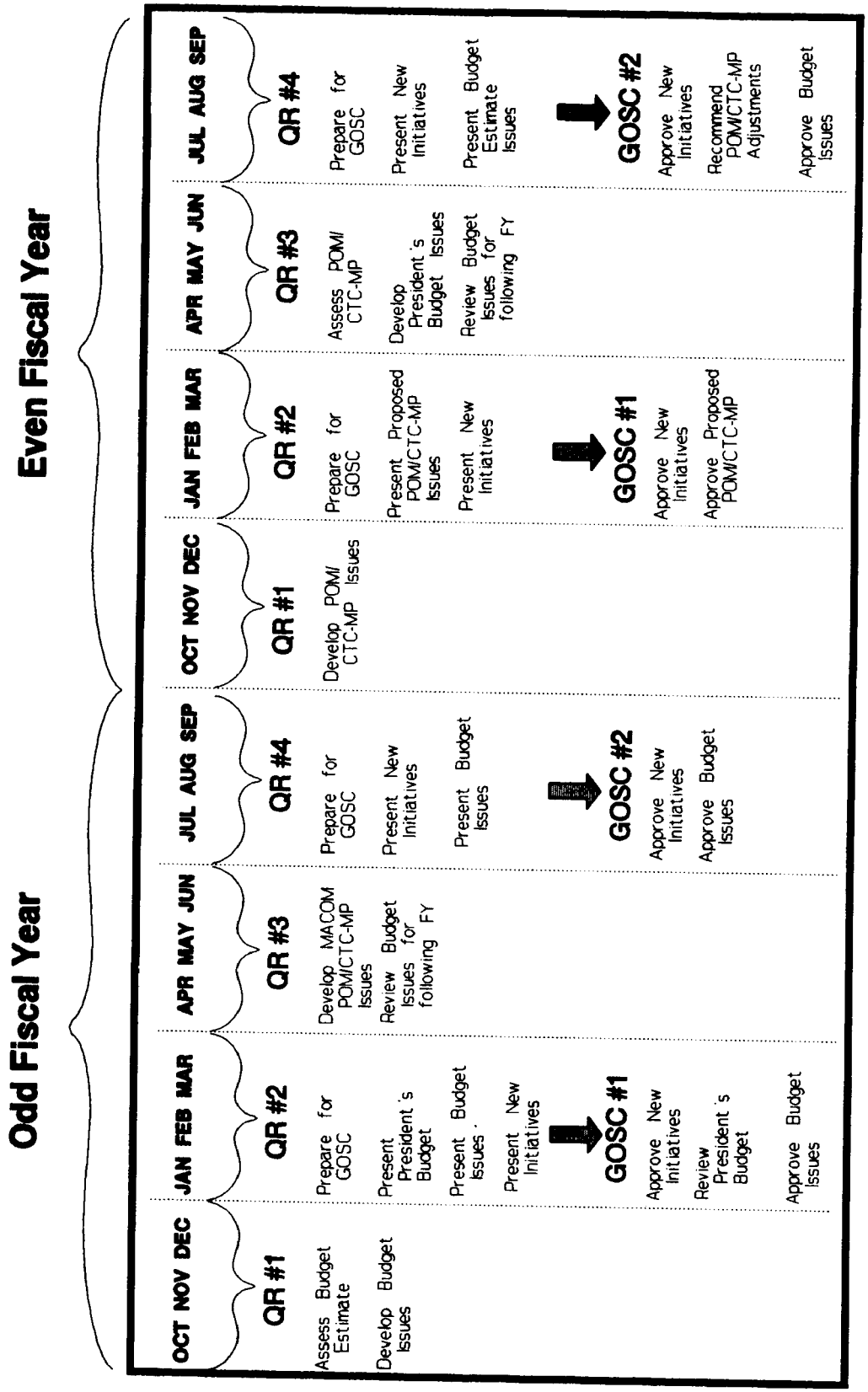

Figure 3-1. CTC QR–CoC and GOSC Schedule and Scope

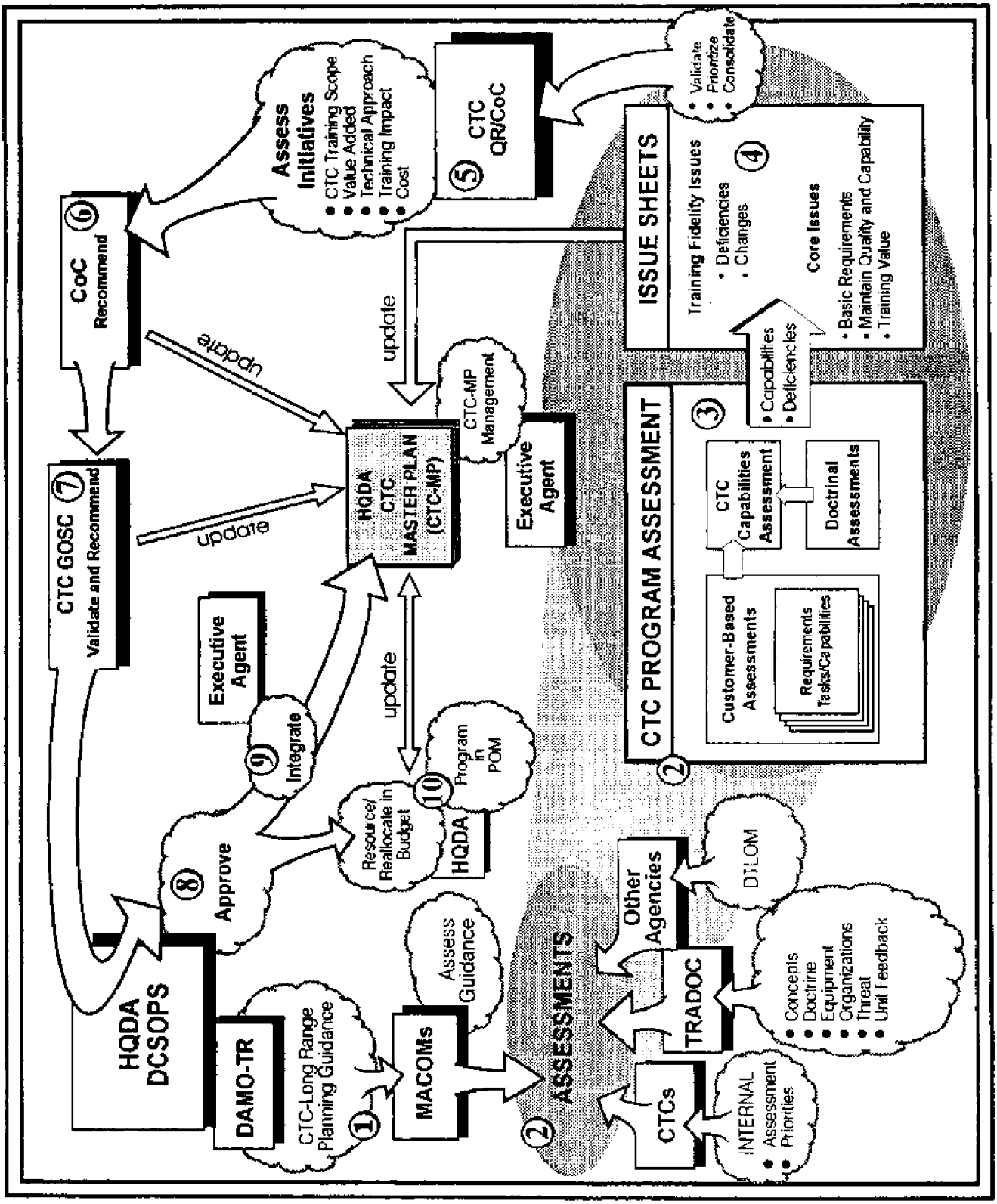

Figure 3-2. CTC Training Capabilities Development Process

Appendix A
References

Section I
Required Publications

AR 5–12
Army Management of the Electromagnetic Spectrum. (Cited in para 2–12*b*.)

AR 25–1
Army Information Resources Management Program. (Cited in para 2–7*c*.)

AR 70–1
Army Acquisition Policy. (Cited in para 2–12*a*.)

AR 71–2
Basis of Issue Plans (BOIP), Qualitative and Quantitative Personnel Requirements Information (QQPRI). (Cited in para 2–12*a*(3).)

AR 350–2
Opposing Force Program. (Cited in para 2–4*a*.)

AR 350–38
Training Device Policies and Management. (Cited in para 2–12*a* .)

AR 381–26
Army Foreign Materiel Exploitation Program (U). (Cited in para 2–4*d*.)

AR 385–10
Army Safety Program. (Cited in para 2–9.)

AR 415–15
Army Military Construction Program Development and Execution. (Cited in para 2–8*c* and 2–14.)

AR 700–127
Integrated Logistic Support. (Cited in para 2–5*a*.)

AR 725–50
Requisition and Issue of Supplies and Equipment; Requisitioning, Receipt, and Issue System. (Cited in para 2–5*b*.)

FM 25–100
Training the Force. (Cited in para 3–5*a*.)

FM 25–101
Battle Focused Training. (Cited in para 3–5*a*.)

Section II
Related Publications

AR 1–1
Planning, Programming, Budgeting, and Execution System

AR 11–33
Army Lessons Learned Program: System Development and Application

AR 71–9
Materiel Objectives and Requirements

Section III
Prescribed Forms
This section contains no entries.

Section IV
Referenced Forms

DD Form 1494
Application for Equipment Frequency Allocation

Glossary

Section I
Abbreviations

AAR
after-action review

ACS(IM)
Assistant Chief of Staff, Installation Management

AC
Active Component

ACR
Armored Cavalry Regiment

ADCSOPS
Assistant Deputy Chief of Staff for Operations and Plans

ADPE
automated data processing equipment

AI
artificial intelligence

AMC
U.S. Army Materiel Command

AMP
Army Modernization Plan

ARI
Army Research Institute

ARNG
Army National Guard

ARTEP
Army Training and Evaluation Program

ARSTAF
Army staff

ASA(RDA)
Assistant Secretary of the Army (Research, Development, and Acquisition)

ASG
Area Support Group

ATS
Army Threat Simulators

BASOPS
base operations

BCBST
Brigade Command and Battle Staff Training

BCTP
Battle Command Training Program

BOB
Blueprint of the Battlefield

BOIP
basis of issue plan

BOIPFD
basis of issue plan feeder data

BOS
Battlefield Operating System

BROI
Battlefield Return on Investment

CAC
U.S. Army Combined Arms Command

CALL
Center for Army Lessons Learned

CASCOM
U.S. Army Combined Arms Support Command

CDR
commander

CG
commanding general

CINCUSAREUR
Commander in Chief, U.S. Army, Europe

CIS
Core Instrumentation Subsystem

CMTC
Combat Maneuver Training Center

CoC
Council of Colonels

CONOPS
contingency operations

CONUS
Continental United States

COSCOM
Corps Support Command

CPX
command post exercise

CSA
Chief of Staff, U.S. Army

CS
combat support

CSS
combat service support

CTC
Combat Training Center

CTC-IS
Combat Training Center Instrumentation System

CTC-MP
Combat Training Center Master Plan

CTIES
Collective Training, Instrumentation and Engagement Systems Directorate

DA
Department of the Army

DASAF
Director of Army Safety

DCG
deputy commanding general

DCSINT
Deputy Chief of Staff for Intelligence

DCSLOG
Deputy Chief of Staff for Logistics

DCSOPS
Deputy Chief of Staff for Operations and Plans

DCSPER
Deputy Chief of Staff for Personnel

DISCOM
Division Support Command

DISC4
Director of Information Systems for Command, Control, Communications, and Computers

DIVARTY
Division Artillery

DOD
Department of Defense

DTLOMS
doctrine, training, leader development, organizations, and materiel focused on soldiers

EA
Executive Agent

ECBRS
Enhanced Concept Based Requirements System

EUSA
Eighth U.S. Army

FMS
Foreign Military Sales

FMT
Foreign Materiel for Training

FORSCOM
U.S. Army Forces Command

GOSC
General Officer Steering Committee

HQDA
Headquarters, Department of the Army

ICM
Intelligence Collector Model

IMA
Information Mission Area

INSCOM
U.S. Army Intelligence and Security Command

ISC
U.S. Army Information Systems Command

JESS
Joint Exercise Support System

JRTC
Joint Readiness Training Center

JTF
joint task force

J3
Directorate of Operations

LAO
Logistics Assistance Office

LFS
Live-Fire Subsystem

LRRDAP
Long-Range Research, Development, and Acquisition Plan

MACOM
major Army command

MCA
Military Construction, Army

MDEP
Management Decision Package

METL
mission essential task list

MILCON
military construction

MNS
Mission Need Statement

MOU
Memorandum of Understanding

MOUT
military operations on urbanized terrain

NGB
National Guard Bureau

NTC
National Training Center

O/C
observer/controller

OCAR
Office, Chief of Army Reserve

ODCSOPS
Office of the Deputy Chief of Staff for Operations and Plans

OMB
Office of Management and Budget

OPA
Other Procurement, Army

OPFOR
Opposing Force

OPSGP
Operations Group

OPTEC
U.S. Army Operational Test and Evaluation Command

ORD
Operational Requirements Document

OSD
Office of the Secretary of Defense

OTE
operational test and evaluation

PEO/PM
program executive officer/project manager

PM CSTS
Project Manager, Combat Support Training Systems

PM TRADE
Project Manager for Training Devices

POC
point of contact

PPBES
Planning, Programming, Budgeting, and Execution System

PSP
Proficiency Sustainment Package

PSYOP
psychological operations

QR
Quarterly Review

QQPRI
qualitative, quantitative personnel requirements information

RC
Reserve Components

RDMS
Range Data Measurement Subsystem

RDTE
research, development, test, and evaluation

RMCS
Range Monitoring and Control Subsystem

SAF
semiautomated forces

SF
Special Forces

SME
subject-matter expert

SMECS
Spectrum Monitoring and Engineering Control Subsystem

SOCEUR
Special Operations Command, Europe

SOF
Special Operations Forces

STRICOM
Simulation, Training and Instrumentation Command

TAA
Total Army Analysis

TACSIM
Tactical Simulation

TADSS
training aids, devices, simulators, and simulations

TAF
training analysis and feedback

TDA
table of distribution and allowances

TES
tactical engagement simulation

TF
task force

THP
take-home package

TMA
Training Mission Area

TRADOC
U.S. Army Training and Doctrine Command

USACE
U.S. Army Corps of Engineers

USAF
U.S. Air Force

USAJFKSWC
U.S. Army John F. Kennedy Special Warfare Center

USAR
U.S. Army Reserve

USAREUR
U.S. Army, Europe

USARPAC
U.S. Army, Pacific

USARSO
U.S. Army, South

USASOC
U.S. Army Special Operations Command

USMC
U.S. Marine Corps

WFLA
War-Fighting Lens Analysis

WFX
War-Fighter Exercise

Section II
Terms

Enhanced Concept-Based Requirements System (ECBRS).
ECBRS is the process that the Army uses to determine, document, and justify future capabilities. Required capabilities are concept based, with emphasis on early and continuous integration of science and technology and focus on soldiers. ECBRS is an evolution of the Concept-Based Requirements System (CBRS) and is designed to maintain the battlefield edge considering reduced research, development, and acquisition (RDA) resources; few new weapon system starts; technology insertion; and value of integration using War-Fighting Lens Analysis (WFLA) to measure Battlefield Return on Investment (BROI).

Executive Agent (EA).
An individual who acts in place of another by delegated authority to execute assigned administrative or managerial responsibilities.

Mission Need Statement (MNS).
The MNS initially documents an identified materiel solution to a mission need. It describes, in broad operational, nonsystem-specific terms, the statement of required materiel operational capability.

Operational Requirements Document (ORD).
An ORD is a requirements document that contains all necessary performance and related operational parameters for a proposed concept or system. The ORD is prepared by the combat developer, with assistance from the materiel developer.

Roundout Brigade.
A brigade added to a division to bring it to its doctrinal number of brigades.

Roundup Brigade.
A brigade added to a full strength division to increase its combat power.

Training aids, devices, simulators, and simulations (TADSS).
A general term that includes training range and CTC instrumentation; tactical engagement simulation (TES); battle simulation; targetry; training-unique ammunition; and dummy, drill, and inert munitions. All of these are subject to the public laws and regulatory guidance governing the acquisition of materiel.

Section III
Special Abbreviations and Terms
This section contains no entries.

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